



***ASPIRA Association, Inc.***

***National Board of Directors***

**Meeting**

**March 1, 2003  
Newark, NJ**

ASPIRA Association, Inc.  
National Board of Directors Meeting  
March 1, 2003

Hilton Newark Airport  
Newark, New Jersey

SCHEDULE

Friday, February 28, 2003

10:00 am – 2:00 pm	Arrival at Hotel
2:00 – 5:00 pm	Meeting, Student Affairs Committee Meeting, Council of Executive Directors
3:30 – 5:00 pm	Meeting, Executive Committee Board of Directors Aspirante Fellowship Program
6:30 – 9:00pm	Dinner (Newark Restaurant)

Saturday, March 1, 2003

8:30 – 9:00 am	Continental Breakfast
9:00 – 9:20 am	Meeting, Executive Committee National Board of Directors
9:30 – 12:00 noon	Meeting, National Board of Directors
12:00 – 1:00 pm	Lunch
1:00 – 4:00 pm	Meeting, National Board of Directors

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**Executive Committee of the  
National Board of Directors Meeting  
ASPIRA Association  
March 1, 2003**

**PROPOSED AGENDA**

- 1.0 \* Approval of the Agenda
- 2.0 \* Review and approval of the Minutes of the January 31, 2003 Executive Committee Meeting
- 3.0 Review of the Agenda of the National Board of Directors Meeting, March 1, 2003
- 4.0 New Business
- 5.0 Adjourn



Notes



ASPIRA Association, Inc.  
NATIONAL BOARD OF DIRECTORS

EXECUTIVE COMMITTEE MEETING  
January 31, 2003  
Via Conference Call

**Minutes**

**Members Present**

Ms. Myrna Rivera, Chair  
Ms. Helga Umpierre, Vice Chair Personnel, ASPIRA de Puerto Rico  
Ms. Lydia Hernández-Vélez, Treasurer, ASPIRA of Pennsylvania  
Ms. Sonia Sánchez, Secretary, ASPIRA of Illinois  
Ms. Magda Irizarry, Chair, ASPIRA of New York  
Ms. Kelly Rodriguez, Acting Chair, Student Affairs Committee, ASPIRA of Florida

**Excused**

Ms. Mercedes del Valle Rana, Chair, ASPIRA of New Jersey  
Mr. Wilfredo Matos, Vice Chair for Programming, ASPIRA of Connecticut

**National Office Staff**

Mr. Ronald Blackburn-Moreno, President  
Mr. John Villamil, Executive Vice President  
Ms. Hilda Crespo, Vice President Public Policy and Federal Relations  
Ms. Juanita Quintanilla, Recorder

The conference call meeting was called to order by Ms. Rivera order at 2:00pm Eastern Time.

- Ms. Rivera requested to have a roll call that since Quorum was met. Executive Committee members introduced themselves.

1.0 Approval of the proposed agenda of the January 31, 2003 Executive Committee Meeting

- Ms. Rivera called for a review of the proposed agenda.
- Ms. Hernández-Vélez made a motion to approve the agenda
- Ms. Sánchez seconded.
- The agenda was approved by unanimous vote.

2.0 Review and Approval of the Minutes of the September 7, 2002 Executive Committee Meeting

- Ms. Rivera requested that Board Members briefly review the minutes of the September 7, 2002 Executive Committee Meeting.
- Ms. Umpierre made the motion to approve the minutes.
- Ms. Sánchez seconded
- The agenda was approved by unanimous vote.

3.0 Chairperson's Report

- Ms. Rivera deferred the discussion to Mr. Blackburn and requested to move to next item in the Agenda the President's Report.

4.0 President's Report

- Mr. Blackburn highlighted ASPIRA's accomplishments such as its fundraising success and new initiatives. He indicated that each member had a copy of his written report.
- Mr. Blackburn indicated that 76% of ASPIRA's total income for this year is from corporate sources, which allows for more indirect cost and better cash flow. He reported on new and on-going program initiatives, including the new partnership with the Beaumont Foundation, the University of Puerto Rico and the Puerto Rico Federal Affairs Administration (education and cultural).
- Mr. Blackburn presented on public policy issues and collaborations such as Affirmative Action and work with the Hispanic Education Coalition on the Reauthorization of the Higher Education Act.
- Mr. Blackburn indicated that ASPIRA Club students have been using the *Aspirante* chat room.
- Mr. Blackburn also reported on his participation as Chairman of the Hispanic Association on Corporate Responsibility (HACR).
- Mr. Blackburn indicated that among other events, the National Office has started a program to train board of director members.

5.0 Treasurer's Report

- Mr. Blackburn presented the Revenue and Expenditure Report
- After a brief discussion, Ms. Rivera requested a motion to approve the report.
- Ms. Yrizarry presented the motion to approve the report
- Ms. Umpierre seconded
- The motion was approved by unanimous vote
- Mr. Blackburn presented the Proposed Revised Budget for FY 2003
- After a discussion, Ms. Irizarry made a motion to approve the Revenue and Expense Report and the Proposed Revised Budget for FY 2003.

- Ms. Umpierre seconded.
- The motion was approve by unanimous vote.
- Mr. Blackburn presented the Endowment Report.
- Mr. Blackburn presented the proposed Auditors for FY 2002.
- Mr. Blackburn presented three proposals for the audit.
- After a brief discussion, Ms. Rivera requested a motion to approve Gelman, Rosenberg and Freedman for the next audit.
- Ms. Sánchez made a motion to approve Gelman, Rosenberg and Freedman for the next Audit service.
- Ms. Umpierre seconded
- The motion was approved by unanimous vote.

6.0 Dates of the National Board Meeting

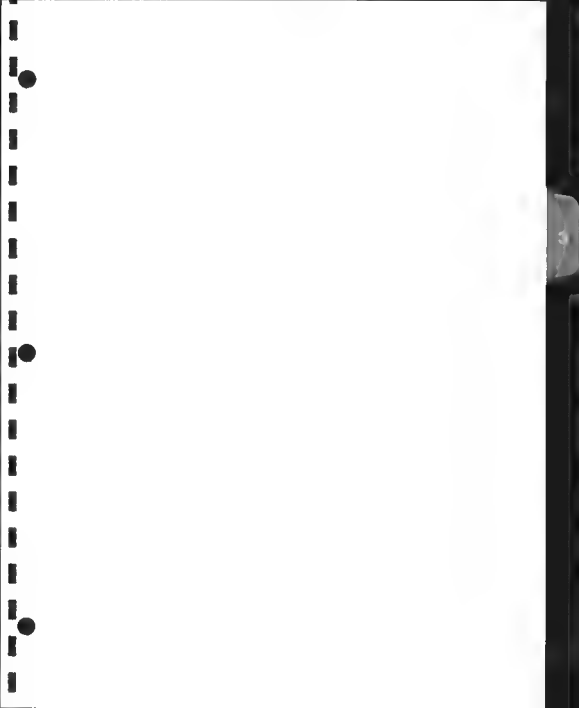
- Mr. Blackburn requested holding the Executive Committee and Student Affairs Committee meetings on February 28 and the National Board of Directors meeting on March 1, 2003. He indicated that some of the issues to be discussed during the National Board of Directors Meeting were:
  - Strategic Plan
  - Delaware community presentation for a possible SPIRA of Delaware
  - Aspirantes* Alumni Association/Credit Union presentation
- Ms. Hernández-Velez suggested a meeting between the Executive Committee and the representatives of the *Aspirantes* Alumni Association/Credit Union, and for the Executive Committee to inform the National Board of Directors on any issues or actions required regarding the Alumni Association.
- The Executive Committee agreed to introduce possible new candidates for the Board at the next meeting Ms. Rivera requested that the Nominations Committee review the applications for possible candidates and draft recommendations for the Board in August.
- Ms. Rivera indicated that the selection of candidates would be driven by the new Strategic Plan and the expertise needed to achieve its goals.
- Mr. Blackburn indicated that one of the areas of specialization that is currently needed is marketing strategies and resources.
- The Executive Committee agreed holding the next board meeting on February 28- March 1, 2003.
- Mr. Blackburn suggested holding an Executive Committee meeting on February 28 to consider SPIRA of Delaware and meet with Ms. Digna Sánchez.

7.0 New Business

- No new businesses were presented.

8.0 Adjourn

- Ms. Rivera called for a motion to adjourn
- Ms. Unpierre made the motion to adjourn
- Ms. Yrizarry seconded
- The motion was approved unanimously and the meeting adjourned at 4:35pm.



## Notes

**National Board of Directors Meeting**  
**ASPIRA Association**  
**March 1, 2003**

**PROPOSED AGENDA**

- 1.0 \* Approval of the Agenda
- 2.0 \* Review and approval of the Minutes of the September 7, 2002 Board Meeting
- 3.0 Associates Updates
- 4.0 Student Affairs Committee Report
- 5.0 Chairperson's Report
- 6.0 President's Report
- 7.0 Treasurer's Report-
  - Revenue and Expenditures (approved, January 31, 2003)
  - Endowment Fund Report
  - Revised Budget FY 2003 (approved, January 31, 2003)
  - Auditors for FY 2002 Audit (approved, January 31, 2003)
- 8.0 Strategic Plan
- 9.0 New Business
- 10.0 Adjourn





## Notes

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ASPIRA Association, Inc.  
National Board of Directors Meeting  
September 7, 2002  
Newark, New Jersey

**Members Present**

Ms. Myrna Rivera, S.I.M.C.  
Chair of the Board

Mr. Wilfredo Matos, Vice Chair  
Program, Chairperson, ASPIRA of  
Connecticut

Ms. Helga Umpierre, Vice Chair  
Personnel, Chairperson  
ASPIRA, Inc. of Puerto Rico

Ms. Lydia Hernández-Vélez, Vice  
Chair Finance/Treasurer,  
Chairperson, ASPIRA of Pennsylvania

Mr. Heriberto Oquendo Jr., Past  
Chairperson, Student Affairs  
Committee

Mr. Luis Cuevas, At-Large Member

Ms. Sonia Sánchez  
Chairperson, ASPIRA, Inc. of Illinois

Dr. Mercedes Del Valle Rana,  
Chairperson, ASPIRA, Inc. of New  
Jersey

Ms. Magda Yrizarry, Chairperson  
ASPIRA, Inc. of New York

Ms. Lia García, Student Representative  
ASPIRA, Inc., of Illinois

Mr. Edwin Medina  
Student Representative  
ASPIRA, Inc. de Puerto Rico  
(Representing Mr. Orlando Lugo)

Ms. Kelly Rodríguez, Student  
Representative ASPIRA, Inc. of Florida

**Presidents/Executive Directors**

Mr. Ronald Blackburn-Moreno,  
National Office

Ms. Alma Maya  
ASPIRA of Connecticut

Mr. Raúl Martínez  
ASPIRA of Florida

Mr. José Rodríguez  
ASPIRA of Illinois

Mr. William Colón  
ASPIRA of New Jersey

Mr. William Gómez  
ASPIRA de Puerto Rico  
(for Ms. Hilda Maldonado)

Mr. Alfredo Calderón  
ASPIRA of Pennsylvania

**National Office Staff**

Ms. Ana Elba Bravo, At-Large Member

Mr. John Villamil, Executive Vice  
President and CIO

Mr. Héctor Gesualdo, Executive  
Director, ASPIRA of New York

Ms. Hilda Crespo, Vice President Public  
Policy and Federal Relations

Mr. Alejandro Torres, Student  
Representative ASPIRA of New York

Ms. Faviola Donato, Recorder

Ms. Jacqueline Maldonado, Student  
Representative ASPIRA of Connecticut

**Excused**

Ms. Teresa Albizu-Rodriguez,  
Chairperson ASPIRA of Florida

The meeting was called to order at 10:25 a.m.

**1.0 Approval of the Agenda**

- Ms. Rivera welcomed board members and asked each to introduce themselves
- Ms. Rivera requested to record that this is the first Board of Directors meeting after the passing of Dr. Pantoja.
- Ms. Rivera requested a motion to approve the agenda.
- Mr. Oquendo Jr. made a motion to approve the agenda.
- Mr. Matos made a point of order to correct the Board Agenda item summary, Attachment 6 to say "agenda for the September 7, 2002 National Board Meeting"
- Mr. Cuevas seconded Mr. Matos' motion..
- Motion was approved by unanimous vote.

**2.0 Review and Approval of the Minutes of the February 23, 2002 National Board of Directors Meeting.**

- Several corrections were made to the minutes that were noted by the recorder
- Mr. Cuevas made a motion to approve the minutes.
- Mr. Oquendo Jr. seconded
- Motion was approved by unanimous vote.

**3.0 Chairperson's Report**

- Ms. Rivera acknowledges the passing of Dr. Pantoja and asked for a minute of silence
- Ms. Rivera also acknowledges the passing of Mr. Blackburn's brother.

- Ms. Rivera reported on the creation of an ASPIRA of Delaware. ASPIRA was approach a long time ago to create an ASPIRA of Delaware. They will make a presentation at the next board meeting to consider becoming an affiliate.
- Ms. Rivera reported on the Aspirantes Alumni Association Credit Union. This association comes from a group of Aspirantes of New York. Ms. Digna Sánchez has been developing the project and will be invited to make a presentation at the next board meeting. Ms. Rivera expressed concerns regarding the use of the ASPIRA trademark by the group.
- Ms. Rivera indicated that years ago a five years, a strategic plan was developed at a Board Retreat. Now a review of this plan should be conducted to determine whether the goals and objectives were achieved to develop a new plan for the next five years. There will be a meeting to develop the strategic plan in February.
- Ms. Rivera acknowledges ASPIRA as the recipient of the Independent Sector Leadership Award. The ceremony will be held on October 27, 2002 in Cleveland, Ohio.
- Ms. Rivera also acknowledges that it has been a successful year for ASPIRA at the National level.
- She also indicated that there is a change of view in this year budget that is reflected in the significant shifts among budget items. This is due to the whole concept of the National Office as becoming more of a partner with the Associates in helping shape local opportunities.
- Ms. Rivera acknowledges that ASPIRA continues to have recognition as one of the top Hispanic organizations in the country.

#### 4.0 Associate's Update

- Ms. Rivera indicated that the Associates have ten minutes to report and that copies of reports have been received.

#### ASPIRA of Connecticut

- Ms. Maya reported that they had an induction ceremony in May. ASPIRA of CT has added clubs in high schools. Ms. Maya reported of grants awarded to Connecticut, including the AmeriCorps grant through which they will be hiring 40 AmeriCorps mentors. Ms. Maya shared the success of their Annual Luncheon at which it was raised over \$20,000. She announced that their Newsletter *Novedades* is now available on the website. Among the upcoming events is the *Almost a Woman* movie premiere based on Esmeralda Santiago's book. The money raised will go to ASPIRA. Ms. Maya shared that she will be honored as Latina Citizen of the Year.
- Mr. Matos announced that ASPIRA of Connecticut has four new Board Members and all are Aspirantes.

### ASPIRA de Puerto Rico

- Ms. Umpierre presented the updates for ASPIRA de Puerto Rico. The Talent Search proposal received a perfect score for which the program received an extra year as a bonus. The Upward Bound Program has been successful and it is preparing for proposal renewal. Veterans Upward Bound has met its objectives and is expected to continue for the next proposal renewal. ASPIRA started a new Project in Cataño called *Compay* and three new clubs were established. The ASPIRA/Cisco Networking Academy is still training students and its offering UNIX and Web page design courses. Head Start is still expanding its services to the east area of Puerto Rico. Verizon International Foundation awarded ASPIRA a \$1.2 million grant to establish eleven Literacy and Technology Centers.
- Mr. Medina reported on student activities. The ASPIRA Club Federation selected its annual Club of the Year Award winner. Club members participated in Talent Search contests. Students participated in the play *La Resaca* from the Puerto Rican writer Enrique Laguerre. ASPIRA Clubs celebrated their *Día de Logros*. Around 180 students attended. Mr. Medina shared his award as "Aspirante of the Year". Mr. Medina also shared with the Board that Club activities are making a difference in every student.

### ASPIRA of New Jersey

- Mr. Colón reported the updates of ASPIRA of New Jersey. Mr. Colón indicated that they still working on the expansion of their vocational schools and the next month will be the inauguration of one of them. He reported that ASPIRA of New Jersey received the renewal of Talent Search for five (5) years. ASPIRA of New Jersey will be opening a Cisco Academy. Mr. Colón indicated that the board should view their website for reports on the success and announcements of future events. Mr. Colón presented the status of the Legislative Golf Tournament and the Technology Tools Conference both to be held on December in Puerto Rico. The Fifth Annual Latino Education Conference was moved from Atlantic City, New Jersey to Las Vegas, Nevada.

### ASPIRA of New York

- Ms. Yrizarry presented the updates for ASPIRA of New York. A Memorial Service for Dr. Pantoja was held with the help of other organizations that Dr. Pantoja founded. ASPIRA of New York opened a new office in the Bronx and the administrative office moved to other location. ASPIRA's debt has been reduced. Ms. Yrizarry reported that ASPIRA of New York is no longer in debt.

with the IRS. Goals for 2002-2003 are to raise funds for the clubs. Ms. Yizarry shared the successful Luncheon to raise funds for scholarships in which every student ambassador walked away with a scholarship.

#### ASPIRA of Florida

- Mr. Martínez reported the updates of ASPIRA of Florida. Mr. Martínez excused Ms. Teresa Albizu. The Carlos Albizu University awarded Dr. Pantoja with a posthumous Honorary Degree which was accepted by Mr. Blackburn-Moreno. ASPIRA of Florida sponsored a fundraising gala that raised \$33,000. A college summit was held for high school juniors to learn how to apply to college.
- Ms. Rodríguez reported on student projects. The ASPIRA Clubs celebrated their Fifth Annual Youth Award ceremony. ASPIRA of Florida North hosted the Del Monte contest. The Clubs currently have five community projects: STARR, ASPIRA educating tomorrow's leaders; racism and stereotyping, tutoring, and homeless. Among the upcoming events are the Hispanic Heritage Assembly and the *Muchachos* Summit, an effort to bring more male members to the clubs. *Aspirantes* also participates in the Puerto Rican Festival parade.
- Mr. Martínez also reported that fundraising activities have raised over \$20,000 for ASPIRA Clubs. ASPIRA of Florida is also projecting revenues of \$5 million for charter schools. He added that they received a grant for community and family empowerment and it will be use the ASPIRA Process as the theoretical framework.

#### ASPIRA of Pennsylvania

- Mr. Calderón reported on ASPIRA of Pennsylvania. He indicated that ASPIRA could not get the number of schools they wanted from the school district under the new education reform initiative. A coalition was formed, led by ASPIRA, in Philadelphia to ensure that Latinos were heard in the new reforms in Philadelphia public schools. ASPIRA received funds for Talent Search. Mr. Calderón indicated that they are still paying its debt with the National Office. Mr. Calderón shared that a \$50,000 ASPIRA Scholarship Fund was establish.
- Ms. Hernández-Vélez reported that the ASPIRA of Pennsylvania Board elected its first African-American Board Member. Ms. Hernández-Vélez shared her concern that three bilingual schools in Philadelphia were given to private organizations under the reform. Among events updates Ms. Hernández-Vélez indicated that the Coquí Summer Camp was conducted in partnership with the

American Tennis Association. A Puerto Rican week activity and a Philadelphia parade will be dedicated to Dr. Pantoja.

#### ASPIRA of Illinois

- Ms. Sánchez reported on ASPIRA of Illinois. A new building was being acquired for the Miguel del Valle Youth Development Center. NBC 5 will be doing a profile on ASPIRA of Illinois. A Memorial Service for Dr. Pantoja is planned for September 28<sup>th</sup>.
- Ms. García reported on student projects. Among the upcoming events is the *Atrevete* Conference, that will have 12 workshops. They are planning to give away a scholarship and computers at the event. Workshops have been offered to Aspirantes to learn Photoshop and other web design programs to develop ASPIRA Clubs web pages.
- Mr. Rodríguez informed that ASPIRA of Illinois received the Talent Search funds for five years. The proposal had a perfect score. It is expected a budget of \$3.15 million compared to last years budget of \$2.8 million. ASPIRA of Illinois is still in the process of buying a new building and acquiring charter schools.
- The Board took a recess at 12:25 p.m. and reconvened at 1:45 p.m.

#### 5.0 Treasurer's Report

- Mr. Blackburn presented the Revenue and Expense Report for July 2002 through June 2002. He also presented the proposed Preliminary Budget for FY 2003.
- He indicated that the National Office was seeking new bids for the audit since Soza and Associates had proposed a much higher fee for this year. He indicated that he would present alternatives to the Executive Committee at their next meeting.
- Ms. Rivera indicated that the Audit FY 2001 was clean.
- Ms. Hernández-Vélez made a motion to approve the Revenue and Expense Report and the Preliminary Budget FY 2003.
- Mr. Oquendo, Jr. seconded.
- The motion was approved by unanimous vote.

#### 6.0 Student Affairs Committee Report

- Mr. Heriberto Oquendo, Jr. presented the report of the Student Affairs Committee.

- Mr. Oquendo Jr. reported that the Committee needed more student representation on the board. The Associates should ensure that they have a student representative. There was no quorum to elect a Chair of the committee.
- He indicated that the Committee recommended that a student representative be present at the Independent Sector Award ceremony.
- Mr. Blackburn indicated that a student representative would be selected to represent the Associates at the event.
- Mr. Oquendo Jr. shared with Board Members the need for a National Conference similar to the conferences held in past years.
- Mr. Oquendo Jr. reported that Ms. Kelly Rodríguez was selected as Acting Chair of the Student Affairs Committee.
- The Student Affairs Committee made the recommendation to keep the ASPIRA Mission Statement as it is, because of the need to keep the Puerto Rican identity of the organization.
- Election of the Chair will be made in the next meeting.
- Ms. Rodríguez proposed a youth issues conference. The Committee came up with a preliminary agenda for workshops topics in the conference. Some of the most compelling issues presented by the Committee were: gang violence; teen pregnancy; sexual education; college readiness, dropout rates, cultural competence, cultural awareness; self-esteem, and importance of the language.
- Ms. Rodríguez indicated that there are no records from past Student Affairs Committee meetings. She also indicated that there is a need for continuity of student representation. Students should serve longer terms on the board.
- She also indicated that the Committee was not aware or informed of the ASPIRA Chat Room, and asked the National Office to announce its availability to Aspirantes.
- The Committee made a recommendation to develop a Student Affairs Committee By-laws for the next meeting in February.
- The Committee indicated that there was not sufficient time allocated for a Committee meeting.
- Mr. Blackburn-Moreno indicated that at the next meeting a half a day would be set aside for the meeting of the Committee.

#### 7.0 Proposed Amendments to the By-Laws

- Ms. Rivera requested to move item 8.0 *Proposed Amendments to the By-laws* and item 9.0 *Election of Officers* before the President's Report.
- Ms. Umpierre explained that the reason why the By-Laws are being is because of the election of new officials and doubts regarding term limits of officers. The Committee concluded that the By-laws do not prohibit the election of the same officials. However, she indicated that further review of other provisions is needed.



- The Committee asked to eliminate a paragraph in page three (3) of the By-laws where it states that in the case that the chair of a local board is elected chair, he/she must resign his/her local board chairmanship (i.e., conflict of interest), since this limits the candidates for Chairperson, as local chairs may not want to run for chair because they are hesitant to resign to the local chairmanship
- The Committee recommended consulting with a lawyer about By-laws inconsistencies in this particular matter

#### 8.0 Election of Officers

The Nominations Committee presented a slate of officers for election. These are

Ms. Rivera as Chair

Mr. Matos as Vice Chair, Program

Ms. Umpierre as Vice President, Personnel

Ms. Hernández-Vélez as Vice President Finance/Treasurer

Ms. Sanchez as Secretary

Ms. Hernandez made a motion to approve the slate

Ms. Yrizarry seconded

The motion was approved unanimously

- Mr. Blackburn indicated that there are three (3) At-Large Board Members that are not elected, which are the Chair, the Past Chair and the Past Chair of the Student Affairs Committee. The other four (4) positions are elected. He indicated that there are currently three vacancies.
- Mr. Blackburn suggested building a pool of candidates and reviewing the nomination and recruiting procedures to present at least two (2) candidates
- Mr. Matos made a motion to elect Mr. Oquendo Jr. as At-Large Member
- Mr. Oquendo Jr. accepted.
- Ms. Rodríguez seconded.
- The motion was approved by unanimous vote.

#### 9.0 ASPIRA's Mission

- Ms. Rivera indicated that the issue for the discussion on the mission is whether the term Puerto Rican and other Latino youth define what ASPIRA is currently doing or not. Ms. Rivera requested a two (2) day meeting in February to discuss the mission

#### 10.0 President's Report

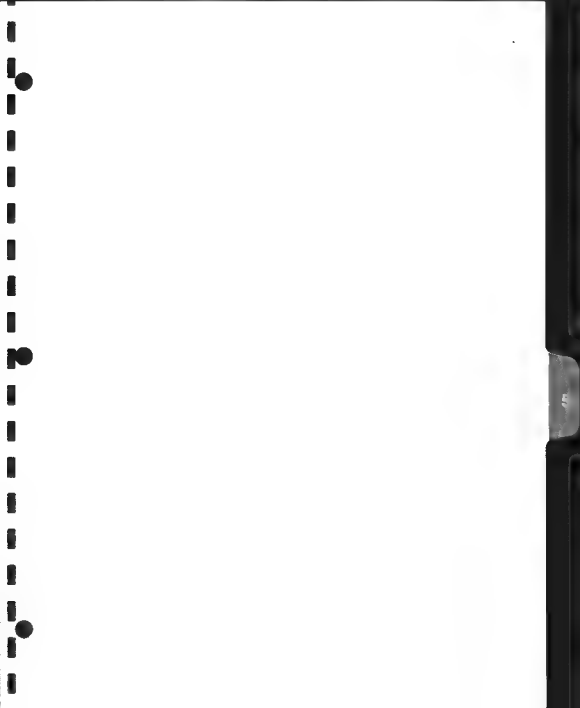
- Mr Blackburn presented a report on activities of the National Office of the past six months. (see Progress Report, attached).
- Major events and accomplishments during this period are. Independent Sector Award, ASPIRA ranked as the largest national Hispanic organization by the Hispanic Business magazine and New CTC's.
- Mr Blackburn presented ASPIRA's grants and contracts awarded for the next year.
- He reported that a strategic plan meeting of the Executive Directors/Presidents will be held in October during the Independent Sector Award.
- Mr Blackburn reported on new and ongoing program initiatives. Among the new initiatives is the Financial Education Program that will focus on developing materials about financial literacy for youth and adults.
- Mr Blackburn indicated that ASPIRA continues to expand its capabilities in technology ASPIRA has continued to offer Technical Assistance to the Associates and has expanded its web presence The Chat room for Aspirantes was developed.
- ASPIRA continues to be active in collaborations with other organizations

#### 11.0 New Business

- No new businesses were discussed.

#### 12.0 Adjourn

- Ms. Hernández-Vélez made a motion to adjourn
- Mr Matos seconded
- The motion was approved by unanimous vote.



## Notes

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# PROGRESS REPORT

to the

*National Board of Directors*

of the

**ASPIRA Association**  
by

Ronald Blackburn-Moreno  
President

**March 1, 2003**

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## INTRODUCTION

This Progress Report covers the activities of the National Office in the six months between September 2002 and February 2003. The last report to the Board of Directors was presented at the meeting of the Board of Directors in September, 2002. This report includes highlights of activities for this period.

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### Highlights

Among the major events and accomplishments during this period.

**Strategic Planning** – The Council of Executive Directors/Presidents has met formally twice (in Cleveland at the Independent Sector Conference and in Puerto Rico at the Technology Tools Conference) in full-day meetings to discuss the elements of the Strategic Plan 2003-2007 and priorities. The plan will be discussed by the board at its meeting in March 2003.

**Independent Sector Award** - ASPIRA received the Independent Sector Award for Leadership, a prestigious award to the non-profit organization which carries a \$10,000 prize. The award was received at the Independent Sector Conference in October in Cleveland, OH by Ms. Kelly Rodriguez, Student Representative, ASPIRA of Florida. Ms. Rodriguez delivered a speech that was acclaimed by the over 800 attendees at the ceremony.

### **Technology & Technology Technical Assistance -**

**New CTCs** - ASPIRA expanded the number of CTCs to **55 ASPIRA CTCs nationwide**.

**Technical Assistance/Capacity-Building** - With several new grants for technology and technical assistance, the National Office has hired a full time person to enhance our technology at the National office and to provide extensive TA to the Associate offices. TA resources for Associates have exploded and formal training sessions (one week) are being planned. In addition, new hardware has been distributed and a partnership with the Beaumont Foundation is expected to generate significant new hardware for most Associates.

**Web Development** - In addition to the CTCs and further developing the National Office's and the Associates technology capability through technical assistance, transfer of hardware and software, the ASPIRA web site has grown enormously. A new **Student Web Site**, which includes a "**Student Chat Area**" (requested by the Student Affairs Committee, has been developed and is in use. Students from ASPIRA of NY, for example, have a live chat once a week in the evening. More dissemination of the site is still required so that more students will begin using it both locally and nationally. The **IPRAC site** is now the largest site on resources on Puerto Rico and we have an agreement with the PR Office of Federal Affairs to further enhance the site. Each month, the site includes a new feature on an aspect of Puerto Rican culture. In the past it has featured Christmas Traditions of P.R., E.M. de Hostos, Rafael Hernández and this month it features Luis Lloréns Torres. ASPIRA has also added a new feature, the ASPIRA Calendar, to publicize ASPIRA events.

**Programs** - Having solidified ASPIRA's leadership, APEX, math and science, technology, health, and traffic safety programs (which are now being implemented throughout the Association), ASPIRA is moving to develop two new national programs: **financial education and mentoring**. The National Office also completed the SUAGM computer network security project, which generated over \$50,000 in unrestricted funds for the organization.

**Grants and Contracts FY 2003** - ASPIRA has been awarded the following grants and contracts for FY 2003, bringing its budget to a revised \$1.6 million. The two areas in which ASPIRA received significant funding (in addition to continuation

programs), have been in **Technology Technical Assistance and Financial Education**. So far, ASPIRA has received the following:

**CTCs, Youth Safe Havens and Technology Technical Assistance**

- o AT&T Foundation - \$250,000 to further enhance technical assistance to ASPIRA's Youth Safe Havens;
- o Ford Motor Company Fund - \$100,000 (plus an additional \$100,000 commitment for February) to ASPIRA safe havens;
- o UPS Foundation - \$60,000 for Youth Leadership;
- o AOL Time Warner Foundation - \$200,000 for a bilingual web portal and technical assistance to non-profit organizations; and
- o SBC Foundation - \$25,000 for training in IT;
- o Verizon Foundation - \$250,000 to support a technical assistance center for ASPIRA Associates in technology and technology literacy; and
- o Sistema Universitario Ana G. Méndez - \$185,000 contract (completed) to conduct a network security assessment and enhance network security for the SUAGM university system (project completed).

**Financial Education**

- o CitiGroup Foundation - \$210,000 over two years for a Financial Education program for youth focusing on credit, banking and homeownership;
- o Nationwide Insurance - \$225,000 for one year for a Financial Education program for youth focusing on insurance education;
- o Morgan Stanley Co. - \$250,000 over two years for a Financial Program focusing on investing.

**On-Going Initiatives**

- o Office of Minority Health (DHHS) - \$100,000 to continue its work with HIV/AIDS education
- o NHTSA DC - \$100,000 for Highway Safety Program in Washington, DC
- o NHTSA - \$55,000 to continue national highway safety education program

**New Strategy for Support of Associates** – The National office continues to build on its strategy to support the development of capacity of the Associate Offices. Examples are: continued TA on Talent Search, Upward Bound, Cisco Systems Academies and other high tech training programs, the NASA partnership with ASPIRA of NY to help develop their math and science curriculum for their new school; the relationship being established with CitiGroup to provide banking and other services to Associates (e.g., loans, mortgages, banking programs) under very advantageous terms; the partnership being developed with the University of Puerto Rico and the P.R. Department of Education for programs with ASPIRA de P.R.. An important success was helping ASPIRA of New Jersey and ASPIRA de PR become

Service Providers under Title I. This provides up to \$400 per student for tutoring Title I-eligible students. Another is that all ASPIRA Associates that had Talent Search programs were renewed for an addition 5 years.

**Technology Tools Conference and National Visibility** – The National office was active in planning and participating in the Technology Tools Conference in Puerto Rico, including its First Legislative Golf Tournament. Both activities were huge successes, generating funding as well as extensive visibility nationally.

**Three Kings Cultural Event** - In addition to the Technology Tools Conference, ASPIRA joined the Puerto Rico Federal Affairs Administration (PRFAA), the National Puerto Rican Coalition (NPRC) and the Office of the Resident Commissioner, in sponsoring the *Second Tres Reyes Cultural Event* in Washington, DC. The event was held at the U.S. Senate and was attended by over 800 people from throughout the Washington DC area.

## **New and On-Going ASPIRA Program Initiatives**

### **Financial Education: Generating and Protecting Wealth**

ASPIRA new national initiative in Personal Finance education is getting underway with the support of the CitiGroup Foundation, Nationwide Insurance Corporation, and Morgan Stanley Corporation. This initiative will focus on developing a three-part curricula (printed and on-line) for youth and adults to obtain information on:

1. Personal finance - Focus on **Banking and Homeownership** (CitiGroup Grant) that includes such topics as credit, banking, financial planning and home and car ownership;
2. Personal Finance - Focus on **Insurance** to protect wealth and assets (Nationwide Insurance Grant); and
3. Personal Finance -- **Investing and Entrepreneurship** (Morgan Stanley Grant)

The curricula will be developed t the National Office and field-tested in different cities by ASPIRA Associates around the country. The National Office has hired a Program Specialist to help develop the program.

### **Other On-Going Initiatives**

**Technology** – With grants from **Verizon** (e-literacy), **AT&T Foundation** and **Ford Motor Co.** (Youth Safe Havens), ASPIRA is expanding its support of the Associates in technology. In addition, the partnership with the **Beaumont Foundation** was established. The **Beaumont Foundation** was established as a result of a court settlement of a class action suit against Toshiba. Toshiba agreed to distribute, free of



charge, over \$300 million in Toshiba equipment over the next three years. The Beaumont Foundation is charged with the distribution to schools and non-profits. ASPIRA, along with six other national organizations (e.g., The Urban League, Communities in Schools, NAACP, LULAC) became partners to help identify grantees. In fact, ASPIRA will be reviewing proposals and recommending grantees to Beaumont. We expect that most Associates will benefit from major equipment grants in the next two years, advancing our plans for a major enhancement of technology throughout the Association. The National Office has hired a full time Technology Specialist (Ms. Liliana Nuñez) to strengthen its capability to provide Technical Assistance to the Associates and further develop our technology capacity.

Training and TA at ASPIRA has gone high-tech. The National Office hosted a planning/training session with technical support personnel from all the Associated via the Internet. This tool, which will be followed by live video conferencing, will allow for training and group technical assistance (as well as planning) without the cost of formal meetings that involve travel.

Mentoring - ASPIRA has developed collaboration with *MANA National Latina Organization* to carry out a national mentoring program for young Latina women. ASPIRA has developed the mentoring training curriculum and ASPIRA has presented the training package at the MANA National Conference. Funding for the program has been secured through a grant to MANA from the U.S. Department of Health and Human Services.

HIV/AIDS, Highway Safety - ASPIRA continues to develop its *Health (HIV/AIDS)* and *Highway Safety Education* program for youth and to expand the Association's technology initiatives (CTCs, technical training, internal technology infrastructure, and the Cisco Systems collaborative). The National Office has received an additional \$100,000 to continue development, pilot testing and implementation of the HIV/AIDS curriculum from the U.S. Department of Health and Human Services. It has also received an additional \$55,000 from the National Highway Transportation Administration and \$70,000 from the D.C. NHTSA to further develop its bilingual traffic safety materials/campaign.

Public Policy - ASPIRA also continues to expand its role in national *public policy* issues and collaborations with (and support of) national Hispanic and non-Hispanic organizations. ASPIRA recently joined several national Latino organizations in a campaign opposing President Bush's position on Affirmative Action (See ASPIRA Web Site). It also sent letters of endorsement for the campaign of Congressman Bob Menéndez (D-NJ) for Chair of the Democratic Caucus, which he won, making him the highest ranking Latino in Congress. The National Office is currently working with the Hispanic Education Coalition on the Reauthorization of the Higher Education Act.

IPRAC - The IPRAC site is beginning to be recognized as a national resource for information on Puerto Rico. It is currently one of the largest on-line resources for information on Puerto Rican history and culture on the web. It continues to expand as

is kept updated with the addition of a full-time staff person working on technology, who is charged with updating and expanding the site. The National Office is in conversations with both the University of Puerto Rico and the P.R. Federal Affairs Administration to seek resources for IPRAC.

## **Collaborations**

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Memoranda of Understanding - The National office continues to expand collaborations with other national Latino organizations, Federal agencies and universities. ASPIRA has signed the following agreements:

1. U.S. Department of Transportation - new Memorandum of Understanding extending our programs on highway safety;
2. Beaumont Foundation (see above); and
3. University of Puerto Rico - for a program to recruit Puerto Rican students from the mainland, train Puerto Rican teachers and develop joint cultural promotion activities.

Hispanic Association on Corporate responsibility (HACR) - ASPIRA continues its extensive participation in the Hispanic Association on Corporate responsibility. As chair, I have attended corporate reviews at: General Motors, Daimler Chrysler (which increased its philanthropy commitment to the Latino organizations to \$2 million per year); Ford Motor Co. (resulting in a major grant to ASPIRA); Coors (signed a new Agreement with HACR); Toyota Motor Sales (entered the HACR Coalition).

In addition, ASPIRA participated extensively in the HACR Symposium in New York City, and will be participating in its board retreat in March, 2003. It was also instrumental in developing an agreement with the New America Alliance and with the National Association of Corporate Boards, as well as in developing the Corporate Board training program with Harvard University.

One of the most important is the formal collaboration being signed with the National Council of La Raza and the Urban League on mutual support on technology. The collaboration with NCLR will allow ASPIRA to reach hundreds of Latino non-profits across the country. This is the first of what will become the National Latino Technology Consortium, contemplated under a \$200,000 AOL Time Warner grant.

ASPIRA also continues to be active in the boards of other organizations, such as the National Education Association Foundation, the Laboratory for Student Success (Temple University), CTC Net (a national coalition of CTCs), the Sistema Universitario Ana G. Méndez National Advisory Board and others. All of these have led to direct benefits to ASPIRA.

## Highlights from the Associates

**ASPIRA of Connecticut** - Is successfully developing its new AmeriCorps program across the state as well as its successful Lighthouse programs. On September 28th, 2002 at the Mohegan Sun, the Connecticut Latino and Puerto Rican Affairs Commission will honor Alma Maya as its 2002 Latina Citizen of the Year. Alma has been ASPIRA's Executive Director since 1995 and has been involved in various civic organizations. It also has placed its newsletter *Novedades* on its web site.



**ASPIRA of Florida** - The ASPIRA Youth Leadership Charter School (North) received great news at the end of the year when its Charter was renewed for the next 15 years. Its newest school, ASPIRA Eugenio Maria De Hostos Charter School, completed its first year successfully and well into its second year of operation. ASPIRA of Florida also received a new Community Technology Grant from the U.S. Department of Education. It also now has the newsletter *The ASPIRANTE* on the web.

**ASPIRA of Illinois** - Chicago, IL December 16, 2002) Aspira Inc. of Illinois (ASPIRA) announces the opening of Mirta Ramirez Computer Science Charter School to bridge the "digital divide" The school will provide a rigorous and comprehensive high school education focusing on computer science (e.g., certification in CISCO, ORACLE, Web Developer, MOUS, or A+). ASPIRA's Chicagoland Latino Educational Research Institute (CLERI) at Aspira Inc. of Illinois (ASPIRA) releases the report, "Statistics for Latino Majority Schools in the Chicago Public Schools: Part 1". This report provides a comprehensive array of information on 159 Latino majority schools in the Chicago Public Schools (CPS).



**ASPIRA of New Jersey** - Again carried out a highly successful Technology Tools Conference in Puerto Rico, together with its first Annual Golf Tournament. ASPIRA of NJ was approved as a Title 1 Service Provider in 12 school districts around the state. This month it will hold its annual fundraising luncheon. In May, it is sponsoring its Education Reform conference in Las Vegas, NV. Planning is underway for its Youth Conference in New York.. ASPIRA of NJ was recently selected as



a Title I provider for the state. They are also planning a 35 year Cultural Event with the Tuna Segrelles and Areyto.

ASPIRA of New York - Marble Hill School for International Studies, which is supported by ASPIRA of NY, opened in September with a freshman class of 103 students. The school's curriculum has been specially created for students interested in



Borough President Adolfo Carrion visits with ASPIRA team 10 youth at PS at 86x in the Bronx

language, international studies and global connections. It continues successfully operating its Beacon schools. ASPIRA of NY is planning its Circle of Achievers Luncheon in May, as well as its participation in the city-wide youth conference in May. ASPIRANTERS have started using the ASPIRA Chat Room with regularly scheduled chats.

ASPIRA of Pennsylvania - Held its highly successful 11<sup>th</sup> Annual Gala fundraiser in January. They held their youth Leadership Conference at Camp Neuman. ASPIRA of PA recently received title to the Julia de Burgos Middle School. The school has been abandoned and ASPIRA is studying various options for its use.



ASPIRA de Puerto Rico - Continues to develop its array of programs, including the Cisco Academy, Verizon school technology initiative, Talent Search, Upward Bound, and of course, Head Start. In addition, ASPIRA de PR is working on developing several collaborations with the PR Department of Education and the University of Puerto Rico



## Other Events

Board Trainings and Events - The President offered a training to the Board of ASPIRA of Puerto Rico, and is set to train the board of ASPIRA of New Jersey in March on board responsibilities and duties. He also represented ASPIRA at the award of an Honorary Doctorate Degree to Dr. Antonia Pantoja at Carlos Albizu University in Miami and at the ASPIRA of NY memorial for Dr. Pantoja.

Strategic Planning Meetings - As indicated, the Council of Executive Directors/Presidents, have met twice to develop a new Strategic Plan draft for the Association. The Council covered the areas to be included in the plan and proposed

priorities. A major priority which emerged in the meetings was to plan and implement a major national communications/marketing campaign. A draft plan is being developed that will be presented to the Board at its next meeting.

## **Finance and Management**

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Accounting and Audit - The accounting firm of González and Associates is charged with accounting at the National Office. The office is preparing for the FY 02 Audit. After receiving bids from three firms, including the current auditors, the Executive Committee approved Gelman, Rosenberg and Freedman to be the auditors of FY 2002.

FY 2003 Budget - A proposed Revised Budget for FY 2003 was approved by the Executive Committee. The new budget includes new grants received since last September.

Office Space - ASPIRA has sublet space (one office) to the Cuban American National Council and is currently housing (for a limited time) the Council for the Advancement of Hispanics in Science and Engineering Education. ASPIRA is currently negotiating with HACR for a major sublease of space (over 2,000 sq. ft. of the 6,000 total) which would give ASPIRA about \$60,000 per year. The sublease would be at the same rate ASPIRA pays (no profit), but this arrangement would significantly reduce rent costs for the National office.



## Notes

ASPIRA ASSOCIATION, INC.  
 REVENUES AND EXPENSES REPORT  
 FOR JULY 2002 THROUGH DECEMBER 2002  
 (UNAUDITED)



	Modified Accrual Year to Date Actual	Original Annual Budget	Budget Balance	% Remaining
<b>Support &amp; Revenue</b>				
Contributions and grants	421,185	998,730	\$ (577,545)	-58%
Federal Grants	116,835	277,043	(160,208)	-58%
Interest Income	825	1,200	(375)	-31%
Misc. Income	242	12,000	(11,758)	-98%
<b>Total</b>	<b>539,087</b>	<b>1,288,973</b>	<b>(749,886)</b>	
<b>EXPENSES</b>				
Salaries	188,814	524,278	335,464	64%
Fringe	39,651	101,384	61,733	61%
Bank Charges	912	800	(112)	-14%
Board Expenses	7,612	15,000	7,388	49%
Consultants	105,009	187,620	82,611	44%
Equipment Pur. & Maint	879	10,000	9,121	91%
Insurance	1,000	2,000	1,000	50%
Office Supplies	1,276	6,133	4,857	79%
Program Supplies	450	12,839	12,389	96%
Postage	1,440	5,000	3,560	71%
Printing	2,213	21,865	19,652	90%
Rent	65,671	161,543	95,872	59%
Seminars/meetings	12,468	46,395	33,927	73%
Stipends	5,000	0	(5,000)	0%
Telephone	6,467	20,796	14,329	69%
Travel	18,352	29,965	11,613	39%
Interest Expense	997	1,217	220.00	0%
<b>Total Expenses</b>	<b>458,209</b>	<b>1,146,835</b>	<b>688,626</b>	<b>60%</b>
<b>Transfers</b>	<b>79,811</b>	<b>142,138</b>	<b>62,327</b>	<b>44%</b>
<b>TOTAL</b>	<b>538,020</b>	<b>1,288,973</b>	<b>750,953</b>	<b>58%</b>
<b>REVENUES (UNDER )</b>				
<b>EXPENSES</b>	<b>1,067</b>			



**ASPIRA ASSOCIATION, INC.**

National Office

For Fiscal Year Ending June 30, 2003

**PROPOSED REVISED BUDGET**

January 2003



	<b>FY 2003</b>	<b>FY 2003</b>	<b>FY 2002</b>	<b>Difference</b>
	<b>Approved</b>	<b>Final</b>	<b>Final</b>	
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	
<b>Support &amp; Revenue</b>				
Contributions and grants*	\$ 998,730	\$ 1,127,706	844,319	283,387
Federal Grants	277,043	331,022	583,327	(252,305)
Interest Income	1,200	1,200	1,200	0
Misc. Income	12,000	12,000	10,000	2,000
<b>Total</b>	<b>\$ 1,288,973</b>	<b>1,471,928</b>	<b>\$ 1,438,845</b>	<b>33,083</b>
<b>EXPENSES</b>				
Salaries	524,278	531,016	407,803	123,213
Fringe	101,384	103,772	78,934	24,838
Bank Charges	800	1,000	800	200
Board Expenses	15,000	15,000	15,000	0
Contractual	187,820	235,720	95,100	140,620
Legal Fees		2,000		2,000
Equipment Purchase and Maint	10,000	10,000	120	9,880
Insurance	2,000	2,000	2,436	(436)
Office Supplies	6,133	9,879	12,282	(2,403)
Program Supplies	12,839	24,139	20,750	3,389
Postage	5,000	8,467	14,278	(5,809)
Printing	21,865	35,280	41,583	(8,303)
Rent	161,543	150,138	153,650	(3,712)
Seminars/meetings	46,395	50,745	28,425	22,320
Stipends	0	5,000	7,880	(2,880)
Telephone**	20,796	33,325	12,312	21,013
Travel	29,965	40,204	27,257	12,947
Interest Expense	1,200	3,000	7,200	(4,200)
				0
<b>Total Expenses</b>	<b>\$ 1,146,818</b>	<b>\$ 1,260,684</b>	<b>\$ 926,008</b>	<b>334,676</b>
Transfers	142,138	211,244	512,837	(301,593)
				0
<b>TOTAL</b>	<b>\$ 1,288,956</b>	<b>\$ 1,471,928</b>	<b>\$ 1,438,845</b>	<b>33,083</b>

\* Includes only \$45,000 in unrestricted grants. Projection is \$160,000

\*\*Includes Internet connection services

ASPIRA ASSOCIATION, INC.  
READER'S DIGEST ENDOWMENT FUND

DATE	TOTAL VALUE	DATE	TOTAL VALUE	DATE	TOTAL VALUE
NOV 30, 1990	455,565	AUGUST 30, 1994	648,534	MAY 31, 1998	1,16,819
DEC 11, 1990	451,436	SEPTEMBER 30, 1994	639,507	JUNE 30, 1998	1,094,915
JAN 31, 1991	468,030	OCTOBER 31, 1994	645,002	JULY 31, 1998	1,077,850
FEB 24, 1991	495,114	NOVEMBER 30, 1994	630,239	AUGUST 3, 1998	966,633
MARCH 31, 1991	505,392	DECEMBER 31, 1994	638,550	SEPTEMBER 30, 1998	1,046,682
APRIL 30, 1991	505,351	JANUARY 31, 1995	649,260	OCTOBER 3, 1998	1,065,511
MAY 31, 1991	527,706	FEBRUARY 28, 1995	672,382	NOVEMBER 30, 1998	1,095,777
JUNE 30, 1991	513,772	MARCH 31, 1995	686,713	DECEMBER 30, 1998	1,127,810
JULY 31, 1991	528,147	APRIL 30, 1995	698,857	JANUARY 30, 1999	1,134,317
AUGUST 3, 1991	543,986	MAY 31, 1995	722,916	FEBRUARY 28, 1999	1,166,252
SEPTEMBER 30, 1991	539,444	JUNE 30, 1995	739,031	MARCH 29, 1999	1,151,028
OCTOBER 31, 1991	539,295	JULY 30, 1995	743,837	APRIL 30, 1999	1,189,493
NOVEMBER 30, 1991	531,157	AUGUST 30, 1995	76,640	MAY 28, 1999	1,163,475
DECEMBER 31, 1991	573,762	SEPTEMBER 30, 1995	779,921	JUNE 30, 1999	1,187,692
JANUARY 31, 1992	566,260	OCTOBER 3, 1995	78,118	JULY 30, 1999	1,15,828
FEBRUARY 29, 1992	573,372	NOVEMBER 30, 1995	71,089	AUGUST 3, 1999	1,137,816
MARCH 31, 1992	566,757	DECEMBER 31, 1995	738,569	SEPTEMBER 30, 1999	1,126,717
APRIL 30, 1992	571,490	JANUARY 31, 1996	755,717	OCTOBER 30, 1999	1,17,232
MAY 31, 1992	571,925	FEBRUARY 29, 1996	762,943	NOVEMBER, 1999	1,178,297
JUNE 30, 1992	571,769	MARCH 31, 1996	769,234	DECEMBER 31, 1999	1,159,046
JULY 31, 1992	590,229	APRIL 30, 1996	772,839	JANUARY 31, 2000	1,123,974
AUGUST 31, 1992	589,591	MAY 31, 1996	78,757	FEBRUARY 29, 2000	1,096,872
SEPTEMBER 30, 1992	597,001	JUNE 30, 1996	783,020	MARCH 31, 2000	1,163,428
OCTOBER 31, 1992	597,946	JULY 31, 1996	758,563	APRIL 31, 2000	1,146,576
NOVEMBER 30, 1992	607,858	AUGUST 31, 1996	778,534	MAY 31, 2000	1,157,203
DECEMBER 31, 1992	613,352	SEPTEMBER 30, 1996	8,7312	JUNE 30, 2000	1,167,391
JANUARY 31, 1993	615,988	OCTOBER 31, 1996	827,699	JULY 31, 2000	1,167,528
FEBRUARY 28, 1993	618,630	NOVEMBER 30, 1996	866,190	AUGUST 31, 2000	1,197,927
MARCH 31, 1993	629,303	DECEMBER 31, 1996	857,254	SEPTEMBER 30, 2000	1,188,177
APRIL 30, 1993	616,431	JANUARY 31, 1997	885,290	OCTOBER 3, 2000	1,035,021
MAY 31, 1993	625,803	FEBRUARY 28, 1997	888,336	NOVEMBER 30, 2000	1,011,365
JUNE 30, 1993	626,796	MARCH 31, 1997	862,403	DECEMBER 3, 2000	1,057,166
JULY 31, 1993	620,641	APRIL 30, 1997	89,218	JANUARY 30, 2001	1,245,594
AUGUST 31, 1993	642,802	MAY 31, 1997	93,036	FEBRUARY 27, 2001	1,200,018
SEPTEMBER 30, 1993	641,347	JUNE 30, 1997	955,598	MARCH 31, 2001	1,165,334
OCTOBER 31, 1993	643,791	JULY 31, 1997	1,004,058	APRIL 30, 2001	1,191,23
NOVEMBER 30, 1993	631,700	AUGUST 31, 1997	963,731	MAY 3, 2001	1,197,340
DECEMBER 31, 1993	644,911	SEPTEMBER 30, 1997	990,111	JUNE 2001	1,175,880
JANUARY 31, 1994	652,933	OCTOBER 31, 1997	973,050	JULY 2001	997,057
FEBRUARY 28, 1994	646,942	NOVEMBER 30, 1997	999,048	August 2001	959,536
MARCH 31, 1994	624,848	DECEMBER 31, 1997	1,015,497	September 2001	918,889
APRIL 30, 1994	624,772	JANUARY 3, 1998	1,022,97	October 2001	914,035
MAY 31, 1994	630,471	FEBRUARY 28, 1998	1,083,493	November 2001	952,257
JUNE 30, 1994	619,830	MARCH 31, 1998	1,119,800	December 2001	956,377
JULY 31, 1994	629,523	APRIL 30, 1998	1,055,946	January 2002	923,51
				February 2002	908,273
				March 2002	942,395
				April 2002	904,740
				May 2002	888,365
				June 2002	845,601

\* \$173,973 deducted as margin on LOC (Total margin changes monthly)

\*\* Does not include \$ 30,129 Margin on Line of Credit

ASPIRA ASSOCIATION, INC.  
READER'S DIGEST ENDOWMENT FUND

JULY 2002**	907,8.2
AUGUST 2002**	915,5.9
SEPTEMBER 2002**	\$56,511
OCTOBER 2002**	\$89,680
NOVEMBER 2002**	916,767
DECEMBER 2002**	\$56,477

\*\* Includes \$126,129 Margin on Line of Credit

Total Current Value (6/2002)	\$	778,348
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**ESTABLISHING AN ASPIRA AFFILIATE:  
PROCESS AND CRITERIA**

**ASPIRA Association, Inc.  
1444 I Street, N.W. Suite 800  
Washington, D.C. 20005**

**Approved by the ASPIRA National Board of Directors  
April 20-21, 1990**

**For additional information please contact  
Hilda Crespo, Vice President for Public Policy and Federal Relations  
(202) 835-3600 ext. 114**

THE ASPIRA ASSOCIATION, INC.  
National Office

Process for the Establishment of an ASPIRA Affiliate

1. The Puerto Rican community in a specific geographical area establishes a dialogue with the ASPIRA Association, Inc. with an expressed interest in developing the ASPIRA Process in their area. The group writes to the ASPIRA National Office expressing their interest.
2. The National Office responds to the initial letter of interest by forwarding information to the Puerto Rican/Latino community on the ASPIRA Association and the ASPIRA Process, including but not limited to the By-Laws and Articles of Association and on the procedures and criteria for the establishment of an ASPIRA affiliate. Written and phone communication will further explore the continued interest of the group in establishing an ASPIRA affiliate including their acceptance of the By-Laws and Articles of Association.
3. Based on the continued interest of the group, the National Executive Director meets with members of the Puerto Rican/Latino community to discuss the conditions and needs of the Puerto Rican/Latino community in the area, to make a presentation on the ASPIRA Association and the ASPIRA Process, to ascertain the group's understanding of and commitment to ASPIRA's mission and goals, and to further explore the financial feasibility of establishing an ASPIRA affiliate in the state. Further community meetings may be requested by the ASPIRA National Board of Directors to ascertain and ensure local support to the effort.
4. Once all the parties agree that the ASPIRA Process is key to fostering the socioeconomic development of the Puerto Rican community in the area, a Local Organizing Committee (sometimes called "Friends of ASPIRA") is established. This committee is composed of Aspirantes and community members interested in ASPIRA.
5. The Local Organizing Committee may initially represent a city or a specific geographic region within a state. However, the Local Organizing Committee will need to work with other local organizing committees within the state to ensure the formation of a statewide ASPIRA affiliate. Affiliate, and subsequent Associate status, will not be achieved until this requirement has been met.

6. Local organizing committees, in collaboration with one another, develop a proposal to be presented to the ASPIRA National Board of Directors, through the ASPIRA National Office, formally requesting the creation of an ASPIRA affiliate in the state.
7. The ASPIRA National Office conducts a preliminary review of the proposal and forwards it to the ASPIRA National Board of Directors. As part of the review process, the ASPIRA National Board may conduct a site visit to assess local interest and support regarding the establishment of an ASPIRA affiliate, verify information presented in the proposal, and examine any additional local factors pertinent to the proposal. The ASPIRA National Board of Directors may further invite a representative of the interested groups to make a formal presentation on the groups' interest and proposal.
8. The proposal must contain draft by-laws and local policies which are consonant with the By-Laws and Articles of Association of the ASPIRA Association, Inc. Affiliate by-laws must be approved by the National Board of Directors as a condition for affiliation. Affiliate by-laws must include wording defining the relationship between the Affiliate and the National Association.
9. The proposal should also contain specific evidence of the financial base for the operation of the organization. Evidence of financial base could be in the form of letters of intent. Said financial base should be sufficient to establish and operate a leadership development program for at least a year.
10. Upon completion of the review process, the ASPIRA National Board of Directors may accept or reject the proposal. Acceptance of the proposal would mean the designation of the groups as an affiliate of the ASPIRA Association, Inc.
11. A statewide Board of Directors is formed including representation from local organizing committees.
12. Terms of Affiliation are signed by the Chairperson and Secretary of the National Board and the Chairperson and Secretary of the affiliate Board of Directors. This contractual agreement defines the procedures and methods for the effective establishment of an Affiliate. In signing Terms of Affiliation, the National Board of Directors grants the new local board of directors the power to draft By-Laws and Rules and Regulations pursuant to the By-Laws and Rules



and Regulations of the ASPIRA Association, Inc.; grants the new local board of directors the power to incorporate itself as an Affiliate of the ASPIRA Association, Inc.; and henceforth the power to use the name 'ASPIRA' and the 'Pitirre' logo in its organizational activities and programs, and in printed materials and publications. The new local board of directors will also be granted representation in the ASPIRA National Board of Directors. Said representation will consist of two (2) members, including the Chairperson and one (1) student. To provide for a period of accommodation, self-development and the proper implementation of the ASPIRA Process, the status of affiliation shall be maintained for a period of no less than two (2) and no more than five (5) years. This period may be lengthened or shortened by the National Board. At the end of this period, the affiliate will be considered as a full associate of the ASPIRA Association, Inc.

13. The affiliate Board of Directors proceeds to fulfill administrative duties for the establishment of the affiliate, such as recruitment of a state Director, identification of facilities, local fund raising, development of programs. The state Director will be responsible for fiscal operations, further development of local chapters, quality control, and recruitment of local program directors.
14. The National Office will serve as financial conduit for the affiliate until such time as the Internal Revenue Service determines that the affiliate is a nonprofit organization as defined under Section 501(c)(3) of the Internal Revenue Code. The National Office should serve as custodian until the Affiliate is financially stable.

The ASPIRA National Board of Directors may request further information at any given point during the affiliation process.

Throughout the entire process, the ASPIRA Association, Inc. National Office provides technical assistance to the Local Organizing Committee(s) in effectively fulfilling the affiliation process. Specific assistance includes:

1. the provision of information on the ASPIRA Association, Inc., the ASPIRA Process, and the procedures for the establishment of an ASPIRA affiliate;
2. assistance in the recruitment of Aspirantes and other interested community individuals to participate in Local Organizing Committee(s);

3. assistance in information gathering and in the preparation of a formal proposal to be presented to the ASPIRA National Board of Directors;
4. assistance in the identification of potential local funding sources;
5. provision of internal ASPIRA documents such as By-Laws of the ASPIRA Association, Inc., the manual on administrative and accounting practices, etc.;
6. serving as a financial conduit for the Affiliate until the Affiliate is granted nonprofit status under Section 501(c)(3) of the Internal Revenue Code;
7. assistance in the development of local programs;
8. provision of training materials and inclusion of local staff in ongoing staff development and training.

The Local Organizing Committee will be expected to cover travel and staff time of the requested technical assistance visits from the National Office Staff and travel of local staff to training sessions. The National Office will assist in fund raising to cover the cost of this technical assistance.

THE ASPIRA ASSOCIATION, INC.  
National Office

Criteria for the Establishment  
of an ASPIRA Affiliate

1. A city, region or state with a large Puerto Rican population, particularly a large population of Puerto Rican school-aged children.
2. An actively involved, supportive community, interested in improving the conditions of Puerto Ricans. Community support should include:
  - a. Community Leaders
  - b. Teachers and principals
  - c. Parents, students and residents
  - d. Other community groups and service providers that relate to youth both Puerto Rican and from other ethnic groups
  - e. Political leaders.
3. A strong local leadership group spearheading the effort, preferably including former Aspirantes.
4. Some individuals in the leadership group who are (a) prepared to engage in public policy advocacy; (b) have an understanding of the political climate of the area; (c) have some access to public policy makers.
5. An organizing group with demonstrated capacity to raise funds, based on previous experience; who have had some preliminary conversations with funders who have indicated interest, and demonstrated commitment to fund the Affiliate including an executive director, locale, a counselor and office expenses.
6. A match between the community's needs and the programs ASPIRA offers; a demonstrated need. Some of the indicators to assess the need for ASPIRA programs include:
  - a. Total number of children in school; how many are graduating
  - b. Poverty rates
  - c. Percentage of single heads of household
  - d. Infant mortality rates
  - e. Teen pregnancy rates

- f. Comparative data on achievement (national and statewide measures)
- g. Drop-out rates at different levels
- h. Drug abuse
- i. Disability rates among children.

7. An organizing group which commits to developing a program that includes all the components of the ASPIRA Process. The ASPIRA Process consists of a network of services and activities that foster aspirations, self-confidence, the ability and determination to pursue higher education, and a lasting commitment to help others in the community. The ASPIRA Process involves three concepts: awareness, analysis and action. Awareness is the process through which youth become more conscious of their cultural, racial and ethnic background and history. Analysis is the process, both personal and collective, through which youth learn more about themselves, about other cultures, and about the surrounding world. Action is the process of putting the knowledge and skills acquired to use for the benefit of the community, of realizing one's role as a catalyst for social change.

At the core of the ASPIRA Process is a youth-run leadership club structure, through which youth learn and practice parliamentary procedures, exercise their democratic rights and responsibilities through election processes, and strengthen skills such as public speaking, debating, problem solving and conflict resolution. Through facilitated discussions, the youth study the history of their communities, explore issues that have affected their community throughout its history and at present, deepen their awareness and understanding of their cultural heritage, and celebrate the contributions and achievements of Puerto Ricans and Latinos through the years. The clubs provide the support systems that are often lacking outside the school environment. Field trips, presentations by invited guests, and close interaction with staff, volunteers and mentors expose the youth to successful role models, motivate youth to achieve and increase youth awareness of their role within the society that surrounds them.

Youth leadership development activities through the clubs are complemented by local and national programs that promote educational achievement and career development. Through group activities and individual counseling, the youth receive guidance and assistance in their academic pursuits, career exploration and decision making, college information, and personal development.

The ASPIRA Process also involves parents in furthering the leadership and educational development of their children, by providing parents with techniques to foster a nurturing educational environment at home, by assisting parents in identifying existing community educational resources, and by guiding parents to a more active participation in the educational system.

The ASPIRA Process also incorporates research and advocacy as a means to increase institutional awareness to the challenges and opportunities that a growing population of Puerto Rican and Latino youth represent. ASPIRA's research provides the empiric and theoretical framework on which to base the continuous refinement of existing educational and leadership development programs, and the development of new programs that will better serve Puerto Rican and other Latino youth.

8. Public policy positions and values that are consistent with those held by the ASPIRA Association. This includes:
  - a. Support of bilingual education and programs specifically designed to enhance the educational development of Puerto Rican/Latino children;
  - b. A developmental approach, based on the notion that every child can succeed;
  - c. Belief in the importance of parental involvement, awareness, empowerment; respect, information sharing, inclusiveness;
  - d. Commitment to identifying and changing obstacles to full educational attainment in school systems and processes;
  - e. Belief in the importance of one's own culture, language and roots; doing things to affirm said belief.

## THE ASPIRA ASSOCIATION, INC.

### Request for Information from Parties Interested in Creating an ASPIRA Affiliate (To Be Incorporated in a Formal Proposal)

To evaluate the needs of the Puerto Rican/Latino community in your area and to assess the feasibility of establishing a statewide ASPIRA affiliate, the National Board of Directors of the ASPIRA Association, Inc. is requesting the information described below. This information is to be presented to the National Board as a formal proposal.

#### Climate

1. Assess the pros and cons of creating an affiliate in your state. What political, economic, or other opportunities and impediments would you face in starting an ASPIRA affiliate in your state, including potential cooperation and conflict with other Hispanic groups? Be as realistic as possible. We are interested in a frank assessment of the opportunities and challenges you might encounter.
2. Assess the long term benefits to the community from the creation of such an affiliate. In general, how can an ASPIRA affiliate help the Puerto Rican/Latino community develop and grow in strength over the next ten years?
3. Describe the general strategy you would use to create an affiliate in your state. Where would you locate the main offices? How would you obtain community, public and business support? How would you gain the interest of youth in ASPIRA?

#### Geographical Area to be Served

4. General description of the state in which the proposed affiliate is to be situated.
5. Geographic boundaries of the area(s) you propose to serve. Please provide a map of the area(s).
6. Most recent population survey of the proposed service area(s) by age, ethnicity, race, sex.

7. Most recent data on poverty levels in the proposed service area(s) by age, ethnicity, race, sex.

#### Puerto Rican/Latino Community to be Served

8. Geographic location of the Puerto Rican/Latino community in the state and in proposed service area(s). Please include a map showing areas where Latinos are located by sub-ethnic group and indicate their relative concentration.
9. Size and demographics of the Puerto Rican/Latino community by age, sex, income, national origin, educational attainment, etc.
10. Change in demographics of the Puerto Rican/Latino community in the last two decades.

#### Puerto Rican/Latino Schooling and School Population: The Target Population

11. Demographics of Puerto Rican/Latino school age population including age, sex and national origin distribution.
12. Lists of schools in the proposed service area(s), and number of Puerto Rican/Latino students enrolled in each school.
13. Descriptions of bilingual schooling programs, if any; include schools in which bilingual programs are offered, subjects taught, number of youths enrolled.
14. Description of other special school counseling programs available to youths in the proposed service area(s).
15. School dropout rates among Latino, black and white youths; percentage of students dropping out of various grade levels by race and ethnicity.

#### Community Support

16. Description of any other Puerto Rican/Latino organizations serving the target population in the state and/or proposed service area(s). For each such organization, Appendix A - Puerto Rican/Latino Organization Survey Form must be completed and attached to the proposal.
17. Provide letters of support from state and local school and political officials, community and business leaders (including leading Hispanic community representatives and officials at local service agencies) indicating

commitment to the creation of an ASPIRA affiliate in your state. Where specific commitments of assistance have been obtained, the leaders should so indicate in their letters.

#### Special Needs

18. Describe the leadership, educational, and policy research needs of the Puerto Rican/Latino population in the state and/or proposed service area(s). Rank these in order of priority. Be specific. How many youths are affected in each need category?
19. Describe how you would establish programs to reflect the ASPIRA Process. Be as specific as possible.
20. What other programs would you establish? Rank these programs in order of priority. In other words, which ones would you start first? How do you see these programs developing over time both in terms of size and scope of services offered? Be as realistic as possible concerning feasibility.

#### Funding Needs

21. Provide a budget and corresponding narrative describing the level of funding you would require your first three years of operation including an executive director, locale, a counselor and office expenses. The amounts ought to reflect and be explicitly directed to the program strategy discussed above.
22. Describe the funding sources statewide and local, public and private, you have identified (both committed and potential) to fund your affiliate and/or chapters.

#### Organizational Structure

23. Describe how you would structure a statewide ASPIRA affiliate. Be specific as to the relationship between a statewide affiliate and its local chapters.
  - A. How would the Board of Directors be structured to ensure statewide representation?
  - B. What staff positions would be needed? Provide a proposed organizational chart with brief descriptions for staff positions.



C. Describe the desired working and supervisory relationships between staff of sites throughout the state.

24. As you identify potential staff members for the organization, both at the statewide and local level, list their names and their potential positions here and attach their resumes to your response as Appendix B. Briefly describe the kinds of people you would seek, and their professional background, for the major positions in the proposed affiliate.
25. Provides the names and professional backgrounds of potential affiliate Board members. Attach resumes, if available, as Appendix C. Identify those already committed to serving on an affiliate Board.

THE ASPIRA ASSOCIATION, INC.

APPENDIX A  
PUERTO RICAN/LATINO ORGANIZATION SURVEY FORM

1. General information: name, address of the organization, name of its executive director.
2. Purpose: what is the mission of the organization? For example, has it been created to serve the legal needs of the community?; its educational needs?; other needs?
3. Programs: what kind of programs does it operate in pursuing its purpose?
4. Size: approximate size of staff and budget.
5. Funding: what are their primary sources of support, i.e., federal, state, or local government funds; foundation and corporate support; individual contributions?
6. Case load: approximately how many clients does the organization serve yearly?
7. Duplications of services: does the organization offer services that ASPIRA would offer? Is there support from this organization for an ASPIRA?
8. Collaboration: how could this organization work together with ASPIRA in pursuit of mutual objectives?